

PLANNING AHEAD

Notes for the Planning Community

Volume 1, Issue 8

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In This Issue

A WORD FROM THE EDITOR.....	1
PROGRAM FOR THE 57TH EAB COMPLETE...1	
CIVIL DESIGN FOR PLANNING PROSPECT COURSE	2
PROCESS ACTION TEAMS	2
THE STATUS OF CORPS STRATEGIC PLANNING.....	3
DEADLINE.....	4

A Word From The Editor

Harry Kitch – CECW-PC

Dr. Jim Johnson started on 29 September as the Chief of Planning here at HQUSACE. We are very pleased to have him on board and helping the planning function across the Corps. Jim hopes to have settled in enough to start a regular message here next issue.

Remember that you can find this issue and past issues at:

<http://www.usace.army.mil/inet/functions/cw/cecwp/news.htm> ❖

Program For The 57th EAB Complete

Beverley B. Getzen - CECW-PD

At the next EAB meeting, to be held in Alexandria, VA, 21-23 October, Mr. Michael Davis from OASA (CW) will address the wetlands restoration goals and implementation plans which are included in the Clean Water Action Plan. Mr. Davis is a member of the White House Wetlands Working Group. He'll also provide the latest information on the Challenge 21 Initiative. Ms. Carole Jett, Special Assistant for Clean Water Action Plan at USDA, will provide the latest information on implementation actions which are resulting from the Clean Water Action Plan (CWAP). Another goal in the CWAP is development of a Unified Federal Policy for managing all Federal lands. Mr. Warren Harper, Chair of the Action Team for crafting this policy, will brief the EAB and audience on this policy and its implications to all land and water managers in the Federal government.

Mr. David Cottingham from Dept. of the Interior will discuss the Western Water Policy Review Advisory Commission Final Report and recommendations. Ms. Loretta Neuman (CEQ) and Mr. Chuck Moeslein will provide the latest information on American Heritage Rivers Initiative.

Mr. Geoffrey Grubbs from EPA will discuss the responses to the request for Tribes and states to submit Unified Watershed Assessments, identifying those watersheds most in need of restoration. (By the time of the EAB meeting, most tribes and states will have completed this initial effort, so you can get the latest information on this categorization effort.) Mr. Ron Tuttle from NRCS will brief the group on the newly completed Stream Corridor Restoration handbook, the result of an intensive interagency partnership on restoring streams. This handbook is on the NRCS web site and will soon be available in hard copy.

The soon-to-be-final Policy Guidance Letter on Watershed Perspective will be the focus of the EAB and these presentations, along with various case study presentations, should help identify components of an action plan for undertaking all Civil Works actions in a watershed context. Several natural resource managers will discuss their experiences in managing projects within basins where outside activities and development may impact upon the Corps' management of land and water resources. Several ongoing watershed studies are focusing upon development of watershed management plans. How these are being conducted and the anticipated role of the Corps will be topics of discussion. Come and participate in the EAB. Make your ideas and suggestions known to the EAB members and to your counterparts. Contact Beverley Getzen for more information: (202) 761-1980.



Civil Design for Planning PROSPECT Course

Bob Bank, CECW-EP

The Civil Design for Planning Course (PROSPECT #218) is again being offered 14-18 June 1999 in Sacramento (Session 99-01). This 36 hour course outlines the Corps Civil Works

process, and covers design activities and processes for project implementation from reconnaissance through project construction, with a focus on the planning stages. It provides a broad overview and explains the steps and integrates the technical disciplines necessary to successfully accomplish a project. The course can be used as an introduction for employees relatively new to Civil Works project implementation, but also provides an excellent refresher and update for staff currently working in the program. It is suitable for all disciplines and organizations involved in Civil Works project implementation. The course also provides information on the HQ Policy Review process, to help you to develop better decision documents. Additional information can be obtained from the Course Proponent, Bob Bank, CECW-EP, at (202) 761-1660. If you would like to sign up, call the Course Manager, Janie Hughes, in Huntsville, (256) 895-7440, or send her an e-mail. ❖

Process Action Teams

The Director of Civil Works has formed two Process Action Teams (PAT) to look at improving the Continuing Authorities Programs and the Project Cooperation Agreements. Parts of the two memorandums initiating the PAT's are presented here:

CONTINUING AUTHORITIES PROGRAMS

"...This memorandum confirms the initiation of a Process Action Team (PAT) to make recommendations to improve the overall effectiveness of the Continuing Authorities Programs (CAP), both traditional and environmental. The following program authorities are included: sections 14, 205, 107, 103, 208, 111, 1135, 206, and 204."

"... Denver Austin, Continuing Authorities Program Manager for the South Atlantic Division has been named PAT Chairman. The following individuals have been identified to serve on the PAT:

Phil Berkeley, CELRB-PD

Lexine Cool, CEMVD-PM-E

Chris Glanz, CELRD-ET-PE

Alicia Kirschner, CESP-K-PD-F

Tyrae Mahan, CENWP-PE-PF

In addition, Tim Winchell, CELRD-PM, will serve as liaison to the PAT being established on Project Cooperation Agreements; and Ellen Cummings and Russ Rangos will serve as Headquarters Technical Advisors. All assignments have been coordinated at the staff level."

"... The success of the PAT will depend on the cooperation and support provided by all divisions and districts. In addition, I have asked the Civil Works SES members to be personally involved through coordination with the committee, as appropriate. We have an opportunity to take these very popular programs and make them even more responsive to the multitude of water resources problems at hand. I urge you to make the appropriate division and district staff members available to respond to the initial data call as well as to provide any necessary follow-up information. "

"... The final report is scheduled to be submitted to me by the middle of November..."

PROJECT COOPERATION AGREEMENTS

"...This memorandum confirms the initiation of a Process Action Team (PAT) to make recommendations to improve the overall effectiveness and efficiency of the preparation and execution of project agreements including PCA's, FSCA's and PED agreements. "

"... Mr. Dave Weyer, of the Great Lakes and Ohio River Division has been named PAT Chairman. The following individuals have been identified to serve on the PAT:

Mike Harden, MVD

Robert Barnes, SWD

Steve Temmel, SPL

Patricia Coury, NAB

Roger Burke, SAM

Mr. Doug Lamont will be the HQUSACE technical advisor for the PAT. All assignments have been coordinated at the staff level."

"... The success of the PAT will depend on the cooperation and support provided by all divisions and districts. In addition, I have asked the Civil Works SES members to be personally involved through coordination with the committee, as appropriate. We have an opportunity to take steps to improve our overall process and our responsiveness to our customers through this effort. I urge your support of this effort."

"... The final report is scheduled to be submitted to me by the middle of November."

The Status of Corps Strategic Planning

Norman Edwards - CECW-PD

When the Chief of Engineers assumed command in October of 1996, he put development of a Corps-wide vision and the strategic planning to achieve it at the top of his agenda. An initial effort culminated in the Corps-wide Strategic Vision brochure which defines the fundamental directions for the Command. Since then, a two-track approach has been employed to effectively address both short and long term change. The first track was aimed at the near future to identify initiatives that could be started immediately. The Headquarters and Division Campaign plans and the District Operations plans resulted from this effort. The second track (Long Term Scenario Based Strategic Planning) began about a year later and was aimed at the twenty year horizon. These two tracks converged at the August 1998 Senior Leaders Conference (SLC).

The process we have put into place will not give us a crystal ball to predict the future but will enable the Corps senior leadership to arrive at better informed decisions about how to position the Corps to exploit emerging opportunities and avoid emerging risks. Also, as USACE is accountable to many and does not make unilateral decisions about its mission, the resulting analysis provides rational, coherent information for us to share with our stakeholders to justify any changes we seek.

Recently, the SLC reviewed 18 Key Success Factors (KSF) *[A Key Success Factor should have the following characteristics: (1) be a core competency for the future; (2) be a discriminating capability that firms must possess to create competitive advantage; (3) not be bought from the outside, but must be developed from within; and (4) be a key dimension of competition.]* that were developed through the corporate Scenario Based Strategic Planning process. These KSFs describe capabilities we will need to have in the future if we expect to achieve our vision. Our next step is to put flesh on these KSFs by winnowing down a short list of high payoff strategic initiatives and identifying challenging performance targets. To accomplish this, a headquarters team of senior leaders is currently developing a suite of strategies for consideration and modification by MSC Commanders. This process is on a very fast track and is expected to result in the adoption of a set of initiatives for implementation before the end of calendar year 1998.

DEADLINE

The deadline for material for the October issue is 26 October 1998. ❖

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